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L TRADE and CONVENTION
CENTRE REPORT

27 MARCH 1975

Larry Russell



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HAMILTON PLACE "TRADE and CONVENTION CENTRE"

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2. HAMILTON PLACE Trade and Convention Centre facilities
3. The City of Hamilton as compared to other Canadian cities of similar size
4. Advertising and Selling
5. Trade Shows and Expositions
6. Operational Management

SECTION I

Requirements and Benefits of a Trade and Convention Centre

As one of the largest cities in Canada, we must ask ourselves a very basic but important question: are we, as a City, serious about attracting meetings, conventions and trade shows?

If so, we will require:

1. A modern, conveniently located convention hall offering an exposition area, general session rooms, food facilities and small meeting rooms.

We are fortunate that our proposed building will have all of the above facilities.

2. An active convention bureau with support, both moral and financial from the City, its merchants and industry.

We have the nucleus of an excellent convention bureau. However they are restricted due to an inadequate budget. Much more money will have to be made available to the Bureau to enable them to properly represent the City.

3. Transportation facilities must be modern and efficient. Rail, air bus and auto connections are an important factor in attracting conventions to a city.

Our transportation facilities leave much to be desired. We must have major railway, airline and bus facilities, capable of handling large numbers of people. Although there are major airports in Toronto and Buffalo it is difficult to convince convention organizers that they are convenient to Hamilton.

SECTION I

4. Ample luxury hotel rooms must be available and convenient to the Convention Centre.

We will require a minimum of 2,000 hotel rooms to adequately service the large convention and still be in a position to cater to the normal transient trade.

Hamilton has the fewest number of hotel rooms of any major city in Canada. (See comparison in Section 3 of this report)

5. Advertising Budget - We must have an advertising and promotion budget for 1975. Most major conventions book 5, 6 and 7 years in advance. We must start selling the centre now if we are to attract conventions for 1978, 1979 and 1980.

SECTION I

SOME OF THE PEOPLE WHO BENEFIT FROM A TRADE CENTRE

1. Airlines
2. Railroads
3. Buses
4. Taxi Cabs
5. Rent-a-Car
6. Gas Stations
7. Electricians
8. Carpenters
9. Decorators
10. Sign Companies
11. Warehouses
12. Audio-Visual Suppliers
13. Registration Personnel
14. Model Agencies
15. Printers
16. Office Equipment Rentals
17. Canteens
18. Nurses for First Aid
19. Photographers
20. Florists
21. Musicians
22. Bartenders
23. Ushers
24. Delivery Services
25. Parking Lots
26. Newspaper Advertising
27. Radio Advertising
28. T.V. Advertising
29. Magazine Advertising
30. Billboards
31. Restaurants
32. Laundries
33. Dry Cleaners
34. Retail Stores
35. Bars and Lounges
36. Travel Agencies
37. Waitress Services
38. Movie Theatres
39. Hotels
40. Motels

SECTION I

Convention Spending:

In Hamilton the average delegate spends \$49.73 per day. (Source: International Association of Convention Bureaus).

Distribution:

Hotel	37.4 %	\$ 18.59
Hotel Restaurants	15.3	7.61
Other Restaurants	16.4	8.15
Beverages	5.3	2.64
Retail Stores	10.1	5.02
Local Transportation	3.1	1.54
Theatre	.8	.40
Sightseeing	1.4	.70
Nightclubs, Sports	3.3	1.64
Gas, oil, service	1.3	.66
Other	5.6	2.78
	100.0 %	\$ 49.73

These figures represent monies spent in Hamilton and do not include any costs incurred by delegates in travelling to and from our city.

By comparison delegates spent:

\$22.10 per day in Windsor
 \$32.10 per day in Calgary
 \$49.98 per day in Toronto
 \$57.75 per day in Montreal

In the first full year of operation in the Trade Centre we estimate that we will do the following business.

Convention and Trade Shows:

We will host approximately 25 Conventions per year with an average attendance of 500 delegates. The average stay per delegate for a Convention is 3.59 days. (National Convention averages 4.45 days, Regional Convention averages 2.73 days). We will also host 20 Trade Shows. The average Trade Show runs for 8 days with 2 days before for set-up and 1 day after for take down.

The average convention will return to a city every 5 years whereas a Trade Show will return every year. A Convention with 500 delegates x 3 days

SECTION I

will generate 1,500 Hotel Nights whereas a Trade Show with 150 exhibits (3 men to an exhibit = 450 men) x 10 days will generate 4,500 Hotel Nights with exhibitions alone. We should include another 500 people per day for the 8 days the show is open which equals $8 \times 500 = 4,000$ Hotel Nights.

The above business would generate the following revenue for the city.

Convention - 3.59 days x \$49.73 per day = \$173.53 per delegate x 500 delegates
= \$89,265.00 per convention x 25 conventions = \$2,231,625.00

Trade Shows (Exhibition) - 10 days x \$49.73 per day = \$497.30 per exhibition
x 450 exhibitors = \$223,785.00 per Trade Show x 20 Trade Shows
= \$4,475,700.00

Trade Shows (Delegates) - 8 days x \$49.73 per day = \$397.84 per Trade Show
x 500 delegates = \$198,920.00 x 20 Trade Shows = \$3,978,400.00
The total delegate spending = \$10,685,725.00

The Province will collect 7% Provincial Sales Tax of \$748,000.75.
It should be noted that the above figures do not include any monies spent for rental of facilities, banquets, printing, staff etc. This report represents monies spent by delegates for personal services outside of the Trade Centre:

The Breakdown by Category is as Follows:

Hotel	37.4 %	=	\$ 3,996,461.10
Hotel Restaurant	15.3		1,634,915.90
Other ..	16.4		1,752,458.90
Beverage	5.3		566,343.42
Retail Stores	10.1		1,079,258.20
Local Transportation	3.1		331,257.47
Theatre	.8		85,485.80
Sightseeing	1.4		149,600.15
Nightclubs, sports	3.3		352,628.92
Gas, oil, service	1.3		138,914.42
Others	5.6		598,400.60
	100.0 %		\$ 10,685,724.88

SECTION 2

FACILITIES:

The final design of the Trade and Convention Centre is based on the requirements as listed in the space and Facility Report prepared by Don Roughley and Larry Russell dated December 5, 1973 and on the final schematics as approved by the Trade Centre Co-ordinating Committee on August 8, 1974.

The Architect has met the requirements of the Roughley - Russell report and in many areas has been able to supply even more than had been anticipated.

It must be made perfectly clear at this time that due to site and budget limitations the Hamilton Place Trade and Convention Centre will be considered a small facility. We will not be in a position to attract large trade shows or conventions of over 2,000 people. However we will have one of the finest facilities in the country and one that will be saleable as far as trade shows and conventions are concerned.

The following pages outline the Architect's "Approach to the Design" of the complex as well as the November 29, 1974 estimate of costs.

The Trade and Convention Centre Operation Committee approved the plans and budget at their November 28th meeting. City Council approval came at their December 10th meeting.

The Definitive Report and Estimate dated October 30, 1974 also included a room by room description of furniture, (floor, ceiling, walls, paint, wood etc.). There were several changes in the schedule and that part of the report is not included here.

ARCHITECTURAL DESIGN REPORT
of HAMILTON TRADE-CONVENTION COMPLEX
in HAMILTON, ONTARIO

ministry of GOVERNMENT SERVICES
project no. GS-71044
report by TREVOR P. GARWOOD-JONES
dated OCTOBER 30, 1974

D1. APPROACH TO DESIGN

(a) General

The scope of this project is to provide a Trade & Convention Centre which will be owned and managed by the City of Hamilton and a consolidated Office Tower for the Government of Ontario which will accommodate a total of 9 ministries in one building, some and/or all of which are presently functioning in separate individual buildings in the Hamilton area. Both the Trade & Convention Centre and Office Tower will sit over a two-level underground parking garage which is being provided under a separate contract by the City of Hamilton.

(b) Siting, Orientation, Accommodation & Circulation

The Hamilton Trade-Convention Complex is situated in Civic Square bounded by 4 streets - Main St. (eastbound), MacNab St. (2-way, north-south), King St. (westbound) and Park Drive (northbound).

1. The recently completed Hamilton Place occupies the southern portion of the site, with its vehicular/pedestrian entrance off Park Dr., with truck servicing off MacNab.
2. The proposed Trade-Convention Complex will be an integral part of Hamilton Place with its entrance also off Park Dr., with the truck servicing off MacNab, and the Trade Centre floor areas will connect to Hamilton Place at street level (lobbies), second floor level (meeting rooms) and third floor level (meeting rooms).
3. Four basic elements comprise the Trade-Convention Complex - exhibition hall, banquet hall, meeting rooms, and Provincial office tower. The space and facilities programme required a column-free banquet hall of 23,000 sq. ft. and an exhibition hall (which could have structural columns) of 20,000 sq. ft. For structural reasons, the banquet hall has been located over the exhibition hall. Meeting rooms have been located at the east end of the site, on two floors - one floor of meeting

rooms at banquet hall level and the other floor immediately below, one floor above the exhibition hall. All Trade-Convention facilities will be connected to Hamilton Place by east-west concourse circulation systems.

4. The Provincial office tower will be located at the east end of the site, over the two Trade-Convention Centre meeting room floors because the 30'x29' column grid of the office tower could not be carried by the long-span column-free banquet hall area in an economical manner. The office tower structural grid is therefore more easily adapted to the easterly portion of the site because the support requirements of the Trade Centre below the office tower do not require the length of clearspan needed for the banquet hall area.
5. The entrance to the Provincial office tower is via King St. which is conveniently located with regard to Hamilton's urban commercial core, adjacent to Gore Park and Jackson Square. The office tower is also connected to the underground parking facility by a stair and elevator system.
6. The office tower facility is also convenient to the central public transit system.
7. Additional entrances to the Trade-Convention Complex are as follows:
 - i. at level 338'8", off the pedestrian plaza, immediately over Park Dr.
 - ii. from King St. at sidewalk level 322'
 - iii. from the pedestrian arcade along the north side of the site at elevation 338'8"
 - iv. from the parking garage levels 303'0" and 312'0" to all levels of the Trade & Convention Complex

all of which provide additional flexibility within the Trade Centre area.

(a) Area Calculations (sq. ft.)i) Trade Centre

	<u>Gross Floor Area</u>	<u>Useable Area</u>
Level 322'0"	55,890	29,790
Level 338'8"	37,240	19,430
Level 357'0"	62,570	40,410
Level 373'8"	<u>17,730</u>	<u>3,950</u>
Sub-totals	173,430	93,580

ii) Office Tower

	<u>Gross Floor Area</u>	<u>Useable Area</u>
Level 322'0" (lobby)	4,860	--
Level 381'8" (half office floor)	14,490	9,040
Typical Floors (18,940 x 14)	265,160	188,300
Level 566'8" (penthouse)	<u>4,860</u>	<u>--</u>
Sub-totals	287,360	197,340

Grand Totals

(i) + (ii)	<u>460,790</u>	<u>290,920</u>
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SECTION 2

TRADE and CONVENTION CENTREREVENUE1976, 1977(A) Building, Design & Development and Contingencies

(1)	Estimated Contractual Cost (includes costs due to escalation until July 1975 which is anticipated to be the tender date)	\$ 10,275,000	
(2)	Preliminary expenses	\$ 44,000	
	Design fees	72,510	
	Supervision and testing	100,000	
	Design contingency	90,000	
		\$ 1,026,510	
(3)	Sprinkler System	\$ 175,000	
	Pedestrian Plaza	200,000	
	Landscaping	24,000	
		\$ 399,000	
(4)	Post-Contract Contingency	\$1,027,500	\$ 1,027,500
	Total	\$ 12,729,000	
		\$ (12,800,000)	

(B) Furniture, Furnishings & Equipment
(not included in (A) above) \$ 500,000FINANCING(A) Building, Design & Development
and Contingencies

Total	\$ 12,800,000
Provincial Contribution	<u>4,500,000</u>
City's Share (To be financed in 1975 & 1976)	\$ 8,300,000

(B) Furniture, Furnishings & Equipment

Total Cost (City's Share) (To be financed in 1976 & 1977)	\$ 500,000
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SECTION 3

This section compares Hamilton to other Canadian cities of comparable size. We have left Toronto, Montreal and Vancouver out of this report because their size would make comparison difficult.

We have included in this report: HAMILTON (pop. 400,000) WINNIPEG (pop. 525,000), REGINA (pop. 145,000), SASKATOON (pop. 132,000), EDMONTON (pop. 500,000), CALGARY (pop. 475,000), QUEBEC CITY (pop. 186,988), WINDSOR (pop. 261,000), OTTAWA (pop. 537,000), and HALIFAX (pop. 267,000).

We have attempted to compare those areas which would be of interest to a convention organizer.

These areas include:

- 1) Hotel Facilities
- 2) Transportation: A - Airlines
B - Railways
- 3) Media: A - Newspapers
B - Radio
C - Television
- 4) Sports Facilities
- 5) Meeting Facilities
- 6) Cultural Activities and Facilities
- 7) General

SECTION 3

HALIFAX, NOVA SCOTIA

HOTEL ACCOMMODATION

NUMBER OF ROOMS

CHATEAU HALIFAX	312
CITADEL INN	192
DRESDEN ARMS MOTOR HOTEL	94
HOLIDAY INN	240
HOTEL NOVA SCOTIAN	316
LORD NELSON HOTEL	375
	<hr/>
	1,529

SECTION 3

QUEBEC CITY, QUEBEC, CANADAHOTEL ACCOMMODATIONNUMBER OF ROOMS

MOTEL L'ARISTOCRATE	97
AUBERGE DES GOUVERNEURS	236
AUBERGE DES GOUVERNEURS QUEBEC CENTRE-VILLE	400
AUBERGE NEPTUNE INN	82
MOTEL CARILLON	50
CHATEAU BONNE-ENTENTE	102
CHATEAU FRONTENAC	650
CHATEAU LAC BEAUPORT	50
HOLIDAY INN (Ste-Foy)	350
HOLIDAY INN (Rue de la Couronne)	244
LOEWS LE CONCORDE	450
MANOIR DU LAC DELAGE	240
MANOIR ST-CASTIN	48
HOTEL PAUL BAILLARGEON	61
QUALITY INN	204
QUEBEC HILTON HOTEL	577
MOTEL UNIVERSEL	140
HOTEL VICTORIA	133
LE VOYAGEUR LAURENTIAN	62
WANDLYN MOTOR INN	120
	<hr/>
	4,296

SECTION 3

EDMONTON, ALBERTA, CANADAHOTEL ACCOMMODATIONNUMBER OF ROOMS

CAPILANO MOTOR INN	60
CHATEAU LOUIE	100
CONVENTION INN-SOUTH	250
CORONA DRIVE-IN HOTEL	110
CHATEAU LACOMBE	330
EDMONTON INN	220
EDMONTON PLAZA HOTEL	350
EXECUTIVE HOUSE MOTOR INN	102
HOLIDAY INN	200
INN ON WHYTE	91
HOTEL LONDONDERRY	42
MACDONALD HOTEL	455
MAYFAIR HOTEL	158
MAYFAIR INN	90
PAN AMERICAN MOTEL	136
REGENCY MOTOR HOTEL	58
RIVIERA MOTOR HOTEL	143
SHERATON CARAVAN HOTEL	141
VAN WINKLE MOTOR LODGE	90
	<hr/>
	3,126

SECTION 3

CALGARY, ALBERTA, CANADAHOTEL ACCOMMODATIONNUMBER OF ROOMS

AIRLINER INN	120
BEACON INN	40
CALGARY INN	428
CARRIAGE HOUSE	85
CROSSROADS MOTOR HOTEL	133
ELBOW LODGE MOTOR HOTEL	70
FOUR SEASONS HOTEL	400
HIGHLANDER MOTOR HOTEL	135
HOLIDAY INN	200
HOSPITALITY INN	70
PALLISER HOTEL	412
SHERATON SUMMIT	141
STAMPEDER MOTOR HOTEL	47
TRADE WINDS MOTOR HOTEL	60
HOTEL YORK	174

2,315

SECTION 3

WINDSOR, ONTARIO, CANADA

<u>HOTEL ACCOMMODATION</u>	<u>NUMBER OF ROOMS</u>
BALI-HI MOTOR INN	53
ELMWOOD CASINO & MOTOR INN	105
HOLIDAY INN	231
NATIONAL TRAVELLER HOTEL	105
SEAWAY INN	150
WANDLYN-VISCOUNT MOTOR HOTEL	230
NORTON PALMER HOTEL	272
	<hr/>
	1,146

WINNIPEG, MANITOBA, CANADA

<u>HOTEL ACCOMMODATION</u>	<u>NUMBER OF ROOMS</u>
AIRLINER MOTOR HOTEL	122
INTERNATIONAL INN	210
MARLBOROUGH HOTEL	300
WINNIPEG INN	350
AIRPORT HOTEL	58
ASSINIBOINE GORDON MOTOR INN	58
CHARTER HOUSE HOTEL	90
CITY CENTRE HOTEL	150
HOTEL FORT GARRY	265
HOLIDAY INN	411
NORTHSTAR INN	272
RAMADA INN	125
SHERATON-CARLTON MOTOR INN	107
ST. REGIS HOTEL	<hr/>
	112
	<hr/>
	2,630

SECTION 3

SASKATOON, SASKATCHEWAN, CANADAHOTEL ACCOMMODATIONNUMBER OF ROOMS

HOTEL BESSBOROUGH	260
EXECUTIVE MOTOR HOTEL	67
HOLIDAY HOUSE MOTOR HOTEL	80
HOLIDAY INN	200
IMPERIAL 400 MOTEL	180
KING GEORGE HOTEL	105
SHERATON CAVALIER MOTOR INN	199
	<hr/>
	1,091

REGINA, SASKATCHEWAN, CANADAHOTEL ACCOMODATIONNUMBER OF ROOMS

HOLIDAY INN	103
HOTEL SASKATCHEWAN	275
LANDMARK GOLDEN WEST INN	126
REGINA INN	240
VAGABOND MOTOR INN	100
WESTWARD MOTOR INN	76
	<hr/>
	920

SECTION 3

OTTAWA, ONTARIO, CANADAHOTEL ACCOMMODATIONNUMBER OF ROOMS

BEACON ARMS HOTEL	160
BUTLER'S MOTOR INN	95
CHATEAU LAURIER	550
EMBASSY WEST MOTOR HOTEL	122
FOUR SEASONS	415
HOLIDAY INN	170
HOLIDAY INN-CITY CENTRE	504
LORD ELGIN	200
MACIES OTTAWAN HOTEL	100
SAVOY HOTEL	84
SHERATON EL MIRADOR MOTOR INN	120
SKYLINE HOTEL	450
TALISMAN MOTOR INN	300
TOWN HOUSE MOTOR HOTEL	75
	<hr/>
	3,345

SECTION 3

HAMILTON, ONTARIO, CANADAHOTEL ACCOMMODATIONNUMBER OF ROOMS

CITY MOTOR HOTEL	100
GULLIVER TRAVELS	85
HOLIDAY INN	231
ROYAL CONNAUGHT HOTEL	250
TOWN MANOR MOTEL HOTEL	60
WENTWORTH ARMS	75
	<hr/>
	801

HAMILTON PLACE "TRADE and CONVENTION CENTRE"

SECTION 3

TRANSPORTATION - AIRLINES

	HAMILTON	WINNIPEG	REGINA	SASKATOON	EDMONTON	CALGARY	QUEBEC	WINDSOR	OTTAWA	HALIFAX
AIR CANADA		X	X	X	X	X	X	X	X	X
CANADIAN PACIFIC		X			X	X			X	
NORDAIR	X							X	X	
TRANSAIR		X	X	X						
NORTHWEST		X								
PACIFIC WESTERN					X	X				
WESTERN AIRLINES						X				
AIR WEST						X				
QUEBECAIR							X			
BAR HARBOUR AIRWAYS							X			
EASTERN									X	
EASTERN PACIFIC										X
NORCAIR										

TRANSPORTATION - RAILWAYS

CANADIAN NATIONAL	X			X	X		X	X	X	X
CANADIAN PACIFIC	X	TH&B	X			X	X		X	X

NOTE: Re: Railway Transportation - TH&B handles CP in Hamilton. CP has no run from Toronto to Montreal. However they do have a run from Sudbury to Ottawa, Montreal, Quebec and Halifax.

MEDIA: NEWSPAPERS - DAILY

	HAMILTON	WINNIPEG	REGINA	SASKATOON	EDMONTON	CALGARY	QUEBEC	WINDSOR	OTTAWA	HALIFAX
PAPER CIRCULATION	1.Spectator 134,470	1.Free Press 135,770	1.Leader- Post 67,310	Star-Phoenix 45,265	1.Journal 162,560	1.Albertan 36,755	1.Le Journal 21,537	1.Star 85,831	1.Citizen 111,538	Chronical (M)Herald 66,376
PAPER CIRCULATION		2.Tribune 81,324				2.Herald 111,526	2.Le Soleil 127,209		Le Droit (FR) 44,587	(E)Mail-Star 49,398
									Journal 82,275	

MEDIA: RADIO

1.	CHAM	CBW	CBK	CKOM	CBX	CBR	CBV (FR)	CBE	CBO	CFDR
2.	CHML	CFRW	CFMQ-FM	CFNS	CFRN	CFAC	CFLS (FR)	CBEF (FR)	CBOF (FR)	CBH
3.	CKDS-FM	CFRW-FM	CJME	CFMC-FM	CFRN-FM	CFCN	CFOM (ENG)	CJOM-FM	CFG0	CHFX-FM
4.	CKOC	CJOB	CKCK	CFNS (FR)	CHED	CHFM-FM	CHRC (FR)	CKLW	CFMO-FM	CHNS/CHFY-FM
5.		CJOB-FM	CKRM	CFQC	CHFA	CHQR	CHAC-FM (FR)	CKLW-FM	CRFA	CJCH
6.		CKAC			CHQT	CKXL	CJRP (FR)	CKWV	CJAC (FR)	
7.		CKSB (FR)			CJCA		CKCV (FR)		CKBY-FM	
8.		CKY							CKCH (FR)	
9.		CKY-FM							CKOY/CKBY-FM	

MEDIA: TELEVISION

CHCH (IND)	CBWFT (FR) CBC	CBKR-CBC	CBKS-CBC	CBXT-CBC	CFAC-CBC	CFCM(FR)-TVA CKLW-CBC	CBOT (ENG) -CBC CFVO(FR)TVA CJOH(ENG)TVA	CBHT-CBC
	CBWT-CBC	CKCK-CTV	CFQC-CTV	CFRN-CTV	CFCN-CTV	CKMI(ENG) -TVA CBYT-CBC		
	CKY-TV-CTV							

SECTION 3

SPORTS FACILITIES and TEAMS
HOCKEY

HAMILTON	Junior Team	- The Forum seats 4,000 people and has a very small ice surface
OTTAWA	Junior Team	- Lansdowne Park Arena is new and seats 8,000
WINDSOR	Junior Team	- No information on arena
HALIFAX	American Hockey League	- New arena seats 10,000
QUEBEC CITY	World Hockey League	- The coliseum seats 14,000
REGINA	Junior Team	- No information on arena
WINNIPEG	World Hockey League	- New Arena seats 12,000
EDMONTON	World Hockey League	- New arena seats 12,000
CALGARY	Junior Team	- No information on arena

FOOTBALL

HAMILTON	C.F.L. Team	- Excellent stadium with astro-turf - capacity 34,100
OTTAWA	C.F.L. Team	- Stadium has new natural grass field. Seating capacity of 27,400. Stadium is part of Lansdowne Park Convention complex
WINDSOR		- No major stadium
HALIFAX		- No major stadium
QUEBEC CITY		- No major stadium
REGINA	C.F.L. Team	- Taylor Field is an old stadium with seating for 22,000
SASKATOON		- No major stadium
WINNIPEG	C.F.L. Team	- Recently renovated, natural grass field, capacity 24,652
EDMONTON	C.F.L. Team	- Clarke Stadium, old park with natural grass, capacity of 25,000. A new stadium is being built for the 1978 Commonwealth Games with a seating capacity of over 30,000
CALGARY	C.F.L. Team	- McMahon Stadium has the best natural grass field in North America. Capacity of 27,133. The stadium is being expanded and modernized for the 1975 Grey Cup Game.

TRADE CENTRE FACILITIES

HAMILTON	New trade centre in the planning stage
WINNIPEG	New complex opened in January 1975. Consists of a 78,000 sq.ft. convention hall, a 600 seat theatre, and 30,000 sq.ft. of meeting rooms
CALGARY	<p>Southern Alberta Jubilee Auditorium has a 2,750 seat theatre and 10,000 sq.ft. of banquet area.</p> <p>New trade centre opened in 1974. The centre is part of a complex that includes a Four Seasons Hotel (400 rooms), an Art Gallery and Museum. The centre has a 23,000 sq.ft. Exhibition Hall and a 23,000 sq.ft. banquet hall. It also includes several meeting rooms and a 11,697 sq.ft. enclosed Garden Terrace.</p>
QUEBEC CITY	New trade centre opened in 1974. The centre is part of a complex that includes a 577 bed Hilton Hotel. The centre has a 25,000 sq.ft. Exhibition-Banquet floor, plus several meeting rooms.
OTTAWA	Has several convention centre facilities. Lansdowne Park has an exhibit area of 35,000 sq.ft. plus the curl-o-drome which has an area of 21,280 sq.ft. The complex also has an 8,000 seat arena and the Lansdowne Park Football Field.
HALIFAX	The Halifax Forum Complex has 135,000 sq.ft. of floor space for exhibitions and conferences. The Forum seats 6,000 and the adjacent civic arena seats 1,500.
EDMONTON	<p>The Sportex Building has 70,000 sq.ft. of exhibition space and can seat up to 2,000 for banquets and 6,000 for conventions.</p> <p>The Northern Alberta Jubilee Auditorium has a 2,731 seat theatre and 10,000 sq.ft. banquet hall plus other meeting rooms.</p> <p>The Edmonton Coliseum opened in 1974. It seats 16,000 with 186,000 sq.ft. of exhibition space.</p>
REGINA	The Saskatchewan Centre for the Arts has a 2,000 seat theatre plus a 500 seat theatre, as well as 11 meeting rooms and a banquet hall that will seat 1,200 people.

TRADE CENTRE FACILITIES (cont'd)

SASKATOON The Saskatoon Centennial Auditorium seats 2,000 and has a
15,000 sq.ft. banquet hall and several meeting rooms.

WINDSOR Cleary Auditorium has a 1,206 seat theatre plus a 15,570 sq.ft.
banquet hall and several other meeting rooms.

CULTURAL FACILITIES and ACTIVITIES

SYMPHONY ORCHESTRAS

All of the cities studied in this report have a Symphony or Philharmonic Society.

BALLET

Winnipeg has the Royal Winnipeg Ballet while the other cities have Ballet Guilds or Associations. None of the other cities produce and tour ballets.

THEATRES

Each of the cities has a relatively new theatre.

HAMILTON	Hamilton Place	- 2,183 seats	1973
OTTAWA	National Arts Centre	- 2,300 seats	
QUEBEC CITY	Le Grande Theatre	- 800 seats	
WINNIPEG	Centennial Concert Hall	- 2,263 seats	1968
REGINA	Saskatchewan Centre of the Arts	- 2,029 seats	1970
SASKATOON	Saskatoon Centennial Auditorium	- 2,000 seats	1967
CALGARY	Southern Alberta Jubilee Auditorium	- 2,750 seats	1957
EDMONTON	Northern Alberta Jubilee Auditorium	- 2,750 seats	1957
WINDSOR	Cleary Auditorium	- 1,206 seats	1960
HALIFAX	Dalhousie Arts Centre	- 1,040 seats	1971

GENERAL

In addition to the cultural facilities each of the cities studied have other centres of interest to convention managers.

WINNIPEG	Planetarium, New Art Gallery, Pan-Am Swimming Pool, Zoo, Museum, Red River Exhibitions.
HALIFAX	Art Gallery, several historical museums
WINDSOR	Art Gallery, Hiram Walker Historical Museum, Windsor Raceway, Amusement Park.
CALGARY	Calgary Stampede, New Art Gallery, New Museums, Observation Tower, Zoo, Aquarium, Planetarium.
OTTAWA	Numerous Museums, Art Galleries and Points of Interest
QUEBEC CITY	Quebec Winter Carnival, Old Quebec Parliament Buildings, Zoo, Museums
REGINA	Art Gallery, R.C.M.P. Museum, Museums of Natural History
SASKATOON	Museum, Zoo, Art Gallery, 1971 Winter Game Facilities
EDMONTON	Art Gallery, Museums, Planetarium, Zoo, Historical Exhibits Building, Klondike Days, Trade Fair, St. Albert Museums, Canada's largest Motor Speedway, Game Farm, Pioneer Village.

HAMILTON PLACE "TRADE AND CONVENTION CENTRE"

SECTION 4

ADVERTISING AND SELLING

One of the most important points to be raised at this time is the "SELLING" aspect of the Trade and Convention Centre. Many of the conventions held in Canada book their dates 3-8 years in advance. The attached list (EXHIBIT "A") indicates that 77 of the major conventions held in Canada are booked into 1978 and beyond. By the summer of 1975 you could add another year to this schedule. This would indicate that for the first 3-4 years of operation in the Trade and Convention Centre we will be dependent on local groups and very small conventions.

If we are to compete in the convention market, we must begin to advertise and promote our facility. The Russell T. Kelley Co. of Hamilton have prepared a "PROPOSED COMMUNICATIONS PROGRAM" for us which indicates that we should be launching our advertising campaign as soon as possible. The estimated cost of the program is \$215,000.00. This campaign would have us starting our promotion at the same time interval (2 1/2 years before the building is opened) as the new Quebec City, Calgary and Winnipeg facilities.

The Kelley program is outlined in the attached report (EXHIBIT "B") and basically covers ads in major trade publications followed up by direct mail and sales aids.

However, before we are in a position to launch any advertising campaign we must have the following information:

1) A NAME FOR THE CENTRE

It would seem logical to call the building the HAMILTON PLACE CONVENTION CENTRE as we would then be able to capitalize on the success of the name and the existing logo.

HAMILTON PLACE "TRADE AND CONVENTION CENTRE"

SECTION 4 - Page 2

We would also be able to share some advertising costs with the Theatre.

In fact the name HAMILTON PLACE was approved by City Council at their meeting of November 14th, 1972.

SEE EXHIBIT "C"

2) NAMES FOR THE VARIOUS ROOMS

Meeting Rooms in Convention Centres usually have a name rather than a number. The Royal York in Toronto has a Canadian Room, Ontario Room, Quebec Room, Territories Room etc.

3) RENTAL RATES

As soon as the first ad appears we will start to receive inquiries for rental rates. These rates must be established now. It is important to note that before the rental rates are established we must negotiate contracts with:

- a) the stagehands union
- b) the local musicians union
- c) catering firms

4) RENTAL DEPOSITS

Most Trade and Convention Centres request a deposit at the time of booking. If we follow this practice, how will the money be handled and to what account will it be deposited.

SELLING

In addition to the advertising approach to selling, we will also require a salesperson or persons to make the direct approach to the convention organizers. The Convention Bureau will be of great assistance in this area. However, they cannot and should not be the only salesforce. The Bureau must represent all of the facilities in the City and would not be in a position to represent the Convention Centre as an exclusive salesforce. The other problems one faces with conventions is the personal contact required from beginning to end to make a convention successful. A convention manager expects and in fact demands that he have one direct contact person with whom he deals. Although the Bureau will provide invaluable assistance they cannot commit their staff to the time demands of an individual convention.

Another interesting fact about convention selling that should be mentioned here is the role of the local convention association. The Convention Bureau must make frequent trips to Ottawa, Toronto, and sites and headquarters of major conventions. Here they can speak to convention managers about the advantages of having their meetings in Hamilton. If the national or provincial representative is interested he will suggest that you contact the Hamilton Branch of the Association as they are the ones who must organize and host the convention. This is the most difficult part of selling as the local man would rather travel to a convention than have to do the work of organizing the program himself. This is where the Convention Bureau can be of great assistance. They can advise and guide the local man in his planning of the convention.

The Calgary Convention Centre has a sales representative in Toronto who handles Eastern Canada, two representatives in Calgary who handle Western Canada and North-Western United States plus a representative in Phoenix who handles Southern and Western United States.

HAMILTON PLACE "TRADE AND CONVENTION CENTRE"

SECTION 4 - Page 4

If we are to have a successful Convention Centre, we must advertise and sell now. It takes several months to mount an advertising campaign. If we started preparing now, we could launch the program in September or October. It would not be necessary to add sales personnel until 1976.

It is important to note that articles on the Hamilton Trade Centre are already appearing in magazines. EXHIBIT D is from the Entertainer Magazine, February issue and EXHIBIT E is from the February 3rd issue of Marketing.

EXHIBIT F is a sample of the three History Cards that are already being compiled on a) Trade Shows b) Conventions c) Public Shows

Name of Convention	No. of People	1978	1979	1980	1981	1982	1983	1984	1985
1 Sorptimist Federation of the Americas	1200	x	x						
2 Canadian Bar Association	1500	x	x	x	x				
3 Royal Canadian Legion	3500	x	x						
4 Canadian Library Association	1500	x	x	x					
5 Canadian Inst. of Chartered Accountants	1400	x	x	x	x	x			
6 Agricultural Inst. of Canada	800	x	x	x					
7 Canadian Assn. of University Business Officers	175	x	x	x					
8 Supreme Session of the Daughters of Mokanna	500	x	x	x					
9 Scottish Rite Masons	550	x	x	x					
10 Canadian Electrical Distributors	600	x	x	x					
11 Canadian Gas Association	650	x	x	x	x	x	x	x	
12 Canadian Foresters Life Insurance	500	x	x	x					
13 Canadian Congress of Criminology	700	x	x	x					
14 Canadian Life Insurance Assn.	300	x	x	x	x				
15 Intl. Microstructural Analysis Society	250	x	x						
16 Tops International	3000	x	x						
17 Intl Assn. of Circulation Managers	650	x	x						
18 Natl Assn. of Univeristy Business Officers	700	x	x						
19 Intl Assn. of Printing House Craftsmen	1200	x	x						
20 American Chamber of Commerce Executives	650	x	x						
21 Canadian Orthopaedic Assn.	850	x	x	x	x				
22 Canadian Soft Drink Assn.	300	x	x	x					
23 Canadian Inst. of Mining & Metallurgy	3500	x	x	x					
24 Fisheries Council of Canada	500	x	x	x	x				
25 Natl Fire Protection Assn.	3500	x	x	x	x				
26 Air Pollution Control Assn.	3500	x	x	x	x				
27 American Soc. of Insurance Management	2000	x	x	x	x	x			
28 Central Surgical Assn.	700	x	x	x	x	x	x	x	x
29 Roads and Transportation Assn.of Canada	1500	x	x	x	x				
30 Chemical Inst. of Canada	2500	x	x	x	x				
31 Purchasing Managment of Canada	700	x	x						
32 Canadian Automobile Assn.	250	x	x						
33 Lumber and Building Assn. of Ontario	500	x	x						
34 American Concrete Institute	500	x	x						

Name of Convention		No. of People	1978	1979	1980	1981	1982	1983	1984	1985
35	American Wood Preservers Assn.	500	x	x						
36	American Inst. of Industrial Engineers	1000	x	x						
37	Canadian Assn. of Equipment Distributors	900	x	x						
38	Canadian Telecommunications Carriers	150	x	x						
39	Serra International	2000	x	x						
40	Intl Newspaper Advertising Executives	400	x	x						
41	Intl Shade Tree Conference	1000	x	x						
42	Natl Hardwood Lumber Assn.	1000	x	x						
43	Medical Group Management Assn.	1400	x	x						
44	Geological Soc. of America	3000	x	x						
45	Mineralogical Soc. of America	1000	x	x						
46	Guide International	1000	x	x						
47	Gen. Meeting of Christian & Missionary Alliance	2000	x	x	x					
48	American Risk & Insurance Assn.	200	x	x	x					
49	Institute of Traffic Engineers	1600	x	x	x					
50	American Roentgen Ray Society	1000	x	x	x					
51	Weed Science Soc. of America	800	x	x	x	x				
52	Assn. of Asian Studies	2300	x	x	x	x				
53	American Petroleum Inst.	700	x	x	x	x				
54	Independent Order of Odd Fellows	3500	x	x	x	x				
55	Intl. Assn. of Rebekah Assembly Consultants	800	x	x	x	x				
56	Amer. Soc. of Architectural Hardware	2000	x	x	x	x				
57	National Builders Hardware Assn.	2500	x	x	x	x				
58	Assn. of Industrial Advertisers	600	x	x	x	x	x			
59	The Electrochemical Soc.	1500	x	x						
60	Natl. Parking Assn.	500	x	x						
61	Natl. Secretaries Assn.	2500	x	x						
62	Fed. of Automobile Dealers	1400	x	x						
63	American Philological Assn.	1000	x	x						
64	Archaeological Inst. of America	1500	x	x						
65	Administrative Management Soc.	2000	x	x	x					
66	Ontario Real Estate Ass.	400	x	x						
67	Can. Tuberculosis Assn.	400	x	x						
68	Soc. of Obstetricians & Gynecologists	400	x	x						
69	Soc. of Industrial Accountants	700	x	x						
70	Natl. Dairy Council of Canada	460	x	x						

Name of Convention	No. of People	1978	1979	1980	1981	1982	1983	1984	1985
71 Canadian Guidance & Consulting Assn.	1000	x							
72 Canadian Cable Television Assn.	1800	x							
73 Ontario Assn. of Children Aid Soc.	2000	x							
74 Retail Council of Canada	400	x							
75 Canadian Assn. of Radiologists	600	x							
75 Ontario Medical Assn.	2000	x							
76 Canadian Hospital Assn.	1500	x							
77 Canadian Assn. of Fire Chiefs	575	x							

HAMILTON CONVENTION CENTRE

PROPOSED COMMUNICATIONS PROGRAM

February, 1975

HAMILTON CONVENTION CENTRE

PROPOSED COMMUNICATIONS PROGRAM

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BACKGROUND

BACKGROUND

The convention market has several characteristics which impose constraints on any marketing or communications program directed at it:

- its specifying influences are very transitory, in many cases changing annually, e.g. through elections,
- convention organizing is not usually a separate distinct function, but incorporated within other job responsibilities,
- this makes it very difficult to identify and reach specifiers in a comprehensive and continuing fashion,
- lead time between planning and actual convention is very long, usually 2 or 3 years, creating a short-term booking problem for any new Convention Centre, if it isn't prepared to begin marketing to its specifiers early,
- and this creates a substantial out-of-pocket investment which must be carried without booking revenues for a fairly long period of time,
- a good deal of ancillary support facilities are required for conventions, e.g. hotels and restaurants, which are beyond the direct control of the Centre operators,
- the appeal of the market in which the Centre is located has a good deal of impact on bookings, and should be promoted in conjunction with the Centre.

OBJECTIVES

OBJECTIVES

The objectives of this communications proposal are:

- to reach as many people as possible throughout North America who influence, or actually specify, where conventions are to be held for associations with a membership of 2,000 and less (because of the projected capacity of the Centre),
- to convey the nature and extent of the facilities which will be available to them for conventions, both in the Centre and in Hamilton,
- to impress them sufficiently for them to consider the Hamilton Convention Centre as a possible location for their future conventions (2 or 3 years hence),
- to generate inquiries (leads) for the Convention Centre sales representative, and
- to generate actual bookings.

STRATEGY

STRATEGY

The strategy of any communications program must address itself to resolving two major questions:

- how to reach the specifying influences (which in this case are very diffuse)?
- what to say to them and how to present it?

This proposal will be concerned with answering the first question, leaving the essentially "creative" strategy for future consideration.

Because of the long lead time involved in booking conventions, and with the Hamilton Convention Centre projected to open in Fall 1977 or Spring 1978, it is imperative that the communication program be launched as soon as possible -- in order to register our messages with convention specifiers while they are in the planning process. If we postpone it, they will already have booked facilities, and the Centre's revenue position will suffer during its opening stages.

Also, the annual budgets for the initial phases of the Centre's communication program (i.e. between now and its opening) should be fairly heavy. However, once the convention specifiers are well-informed of the existence and facilities of the Centre, communications can become much more selective - and less costly. Much of the cost is generated by production activities, e.g. audio-visual presentation and brochure materials, which will not be required in subsequent years. (The Winnipeg Convention Centre is halving its budget next year, in 1976, the year following its opening.) The objectives of programs subsequent to the opening will be essentially to maintain awareness and generate sales leads.

How to Reach: We recommend a broadscale introductory campaign which will include the following ingredients

- sales aids
- public relations
- media advertising
- direct mail advertising

a) Sales Aids

Sales aids are essential to the success of this communication program, since they support the Centre's sales representative, who in many cases will be clinching the actual bookings. They will also provide interim communication links with a prospective association prior to the relatively expensive direct sales presentation. And in some instances, they will even substitute for the representative, who either because of time or distance constraints cannot personally meet with a convention specifier.

The following sales aids are proposed:

- audio-visual cassette presentation
- presentation kits, to include:
 - folder
 - brochure on the Centre, about 20 pages
 - promotional literature on Hamilton
 - list of restaurants
 - list of hotels/motels, their facilities and costs
 - list of entertainment sources
 - etc.
- prospecting kits of associations with 2,000 and less members throughout North America

Audio-visual cassette presentation should be of about 15 minutes duration. This presentation will dramatically convey all the advantages of the Centre and Hamilton, and its production must be of top quality in order to impress specifiers. The sales representative will use the cassette as the focus of his meeting with a prospect, allowing him to concentrate on fielding any questions, objections, etc. - and close the booking. In some cases the cassettes can even be forwarded to convention specifiers who have their own, or access to, a cassette player.

They can also be used among local groups (retailers, service clubs, industry, schools and other organizations) to "sell" them on Hamilton's new Convention Centre.

We have recently produced such a presentation for another client using La Belle Courier system (16mm), which allows for an interchangeable French and English sound track with common video. The monitor unit is about the size of an attache case, is completely portable, and has a screen size of 11 inches.

Presentation Kits are also an important element of the communications program, for direct mail as well as a sales aid. The representative can use it as a leave-behind in his presentation, he can send it to prospects prior to meeting with them, or he can send it to people who have inquired about the Centre but who he suspects are not "hot" leads (saving a very expensive but fruitless sales call). The kits should have a high-impact cover folder, and similarly, the Convention Centre brochure it contains must also be of very high calibre, four colour reproduction. And, as previously mentioned, any literature (again, only top quality) on Hamilton should be included, along with any information on where to stay, eat, entertain, etc.

Prospecting Kits can be purchased from Successful Meetings' data bank. (Successful Meetings is a trade publication which serves executives throughout North America who plan and operate conferences, conventions, etc. plus development programs.) Its data bank is updated continually, and can provide the name and address of the convention organizer for each association, the size of membership, previous and planned convention locations (1975 and 1976), number of convention attendees, etc. The associations which have the greatest potential for the Hamilton Conventions Centre are those with 500 to 2,000 members, who have held conventions in Canada, or have considered Canada as a future convention location. (This eliminates the obstacle of having to sell the basic concept of going outside the United States to meet.) There are approximately 1,000 associations within this size range, about 80% of which are U.S. based. These kits can be used not only for direct sales contact, but as a direct mail source as well - and should be the focus of the majority of the selling effort.

b) Public Relations

An ongoing public relations campaign is also a necessary component of this proposal. The publics to be covered are:

- local business and government
- trade media
- business and financial media
- mass media
- local national and international association groups

Local business and government people can be reached by a quarterly newsletter (possibly in a 4 page folder format), between now and the actual opening of the Centre - apprising them of construction program, the various facilities which are being made available, the conventions which are already scheduled, plus the economic benefits to the business community. It is important that the local businessmen and government officials support, and in fact promote, the Centre - particularly the restaurant and hotel sectors. The Hamilton District Visitors and Convention Bureau is a natural ally, and must be kept completely informed about the Centre at all times.

Trade Media

All important developments and turning points in the construction of the Centre should be conveyed to the trade press, hopefully to appear in their issues as news items and be seen by prospects. And continuous communication with their editors should stimulate feature articles on the Centre.

Business and Financial Media

As with the trade media, the business and financial press should also be kept abreast of developments, hopefully resulting in editorial space. Communications to this audience should obviously have a strong business/financial emphasis, e.g. estimates of how much revenue the conventions will generate for the local

Business and Financial Media cont'd

retail community. We propose that the Canada News-Wire service be used for "hard news" types of communication. It wires press releases to key financial papers, finance-related services, news agencies, as well as major newspapers and broadcasters - at a very reasonable cost.

Mass Media

The local media should also be kept closely in touch with developments, both on a direct basis and with press releases. In many ways they should be one of the Centre's biggest boosters, through civic pride, as well as the fact that the conventions can provide a great deal of editorial subject matter. And this coverage may be picked up by the wire services or other media across the country.

The daily newspapers and broadcasters in other major cities, notably Toronto, Ottawa and Montreal, should also receive press releases - since they are the centres of commerce, and the sources of most Canadian convention traffic.

As with all press releases, the information contained should be factual, to the point and "newsy" if continuing and successful relations are to be established with the media.

Local, National and International Association Groups

In many cases the local chapter of a national or international association must "invite" or otherwise express an interest in the parent holding the convention in the home town, as a matter of protocol. The Hamilton Convention Centre operators should contact these local chapters directly, as well as issue press releases (possibly the newsletter proposed for the local business and government public), on a continuing basis.

The sales representative should also join the American Society of Association Executives, and its Canadian equivalent, in order to keep informed of the developments, concerns, problems, etc. which affect these people. This will not only allow them to better relate to the convention specifiers generally, but also provide the opportunity for direct selling whenever these societies meet. And certainly the Convention Centre should have an exhibit at each of the societies' annual conventions.

c) Media Advertising

In order to reach the widespread and constantly shifting specifying influences for convention locations, we recommend a media campaign which includes virtually all of the trade journals serving this market. (In subsequent years, the media campaign can be extended to include the general business/financial books, in order to reach secondary influences.) This program will support the sales representative by making specifiers aware of the Centre before he makes contact, smoothing the way for the meeting, as well as generating actual sales leads.

We propose that three different advertisements be produced for this campaign, in order to emphasize different facets and advantages of the Convention Centre - as well as sustain interest among our prospects throughout the campaign year. A reply card insert (post card size) will accompany each advertisement, specifically to generate inquiries.

A continuing schedule of insertions is proposed for each publication, in order to register our messages forcefully throughout the initial year of promotion. The program will seem impressive to specifiers, particularly if we alternate issue dates - in that whatever journal they read, they will be exposed to Hamilton Convention Centre advertising. And appearing in different environments will help to reinforce our communications.

The following publications which serve this market, American and Canadian, are recommended - as well as the proposed ad specifications and frequency of insertions.

<u>American Publications</u>	<u>Specifications</u>	<u>Frequency</u>
Association Management	1 pg., 4C + reply card	6X
Association & Society Manager	1 pg., 4C + reply card	6X
Meetings & Conventions	1 pg., 4C + reply card	6X
Meetings & Exhibitions	1 pg., 4C + reply card	4X
Successful Meetings	1 pg., 4C + reply card	6X
World Convention Dates	1 pg., 4C + reply card	6X
Best's Insurance Convention Guide (Annual)	1 pg., 4C + reply card	1X

Media Advertising cont'd

<u>Canadian Publications</u>	<u>Specifications</u>	<u>Frequency</u>
Canadian Sales Meetings and Conventions	1 pg., 4C + reply card	6X
Canadian Industry, Shows & Exhibitions	1 pg., 4C + reply card	6X
Conventions & Meetings Facilities & Services in Canada (Annual)	1 pg., B&W + reply card	1X
Financial Post Meetings, Conferences, Conventions (Annual)	1 pg., 4C + reply card	1X
Marketing (Annual Convention Issue)	Jr. Pg., 4C + reply card	1X
Canadian Association Executive	1 pg., 4C + reply card	6X

d) Direct Mail Advertising

Direct mail advertising is also recommended for this communications program. It will allow us to home in on the key specifiers in the market with much more involved information and sales points than space provides for in the media advertising (one page). A series of mailings (e.g. four) covering different aspects and developments at the centre, and factual in tone, should be directed to these people (perhaps including ad reprints as well) - culminating in a mailing of the four colour Convention Centre brochure. And these mailings will build upon and reinforce the messages being beamed by the media campaign - and generate additional sales leads.

The number of these specifiers is relatively few, but the list will grow as the sales representative develops his contacts. However, we propose to use Successful Meetings' data bank list of about 1,000 names initially, and build from there. (A total mail-out of about 1,500 names should be allowed for at the outset of this program.)

BUDGET

HAMILTON CONVENTION CENTRE

PROPOSED COMMUNICATIONS PROGRAM

BUDGET SUMMARY

Sales Aids	\$62,500.00
Public Relations	20,000.00
Media Advertising	123,000.00
Direct Mail Advertising	10,000.00
<hr/>	
TOTAL ESTIMATED COST *	\$215,500.00
<hr/> <hr/>	

* All costs must be considered estimates,
and will be re-quoted when actual program
specifications are determined.

BUDGET DETAILS

a) SALES AIDS

a)	Audio-visual cassette presentation	\$10,000.00
-	6 16mm cassettes, English, 15 minutes duration, La Belle Courier portable monitor unit	
b)	Presentation Kits	50,000.00
-	2,000 brochures, 20 pages, 4 colour; imprinted folder covers, printed local information sheets	
c)	Prospecting Kits	2,500.00
-	profiles of 1,000 associations throughout North America with 500 to 2,000 members which have considered Canada as a location or have held a convention in Canada previously, supplied by Successful Meetings' data bank.	
ESTIMATED TOTAL		\$62,500.00



b) PUBLIC RELATIONS

a)	Local business and government - 2,000 4 page, 2 colour folders, quarterly newsletter	\$10,000.00
b)	Trade Media - press releases to editors of trade publications	2,000.00
c)	Business and Financial Media - press releases to editors of business and financial publications, including use of Canada News-Wire Service	2,000.00
d)	Mass Media - press releases to business/financial editors and broadcasters in selected major markets	2,000.00
e)	Local, National and International Association Groups - contact with local association chapters, joining national and international association societies, plus exhibiting at their conventions	4,000.00
ESTIMATED TOTAL		<hr/> \$20,000.00

c). MEDIA ADVERTISING

<u>U.S. Vertical Publications</u>	<u>Circulation</u>	<u>Specifications</u>	<u>Frequency</u>	<u>Rate</u>	<u>Cost</u>
Association Management	5,734	1 pg., 4C Reply Cd/Ins.	6X 6X	\$1,585. 528.*	\$9,510. 3,168.
Association & Society Management	15,212	1 pg., 4C Reply Cd/Ins.	6X 6X	1,495. 498.*	8,970. 2,958.
Meetings & Conventions	70,242	1 pg., 4C Reply Cd/Ins.	6X 6X	2,720. 906.*	16,320. 5,436.
Meetings & Exhibitions	38,587	1 pg., 4C Reply Cd/Ins.	4X 4X	1,661. 553.*	6,664. 2,212.
Successful Meetings	52,613	1 pg., 4C Reply Cd/Ins.	6X 6X	2,105. 701.*	12,630. 4,206.
World Convention Dates	4,106	1 pg., 4C Reply Cd/Ins.	6X 6X	980. 326.*	5,880. 1,956.
Best's Insurance Convention Guide (Annual)	7,917	1 pg., 4C Reply Cd/Ins.	1X 1X	1,330. 443.*	1,330. 443.
<u>Cdn. Vertical Publications</u>					
Canadian Sales Meetings & Conventions	6,274	1 pg., 4C Reply Cd/Ins.	6X 6X	1,021. 340.*	6,126. 2,040.
Canadian Industry Shows & Exhibitions	8,700	1 pg., 4C Reply Cd/Ins.	6X 6X	877. 292.*	5,262. 1,752.
Conventions & Meetings Facilities & Services in Canada (Annual)	7,024	1 pg., B&W Reply Cd/Ins.	1X 1X	496. 165.*	496. 165.
F. Post Meetings. Conferences & Conventions (Annual)	148,789	1 pg., 4C Reply Cd/Ins.	1X 1X	3,860. 1,286.*	3,860. 1,286.
Marketing (Annual Convention Issue)	7,832	1 pg., 4C (7x10) Reply Cd/Ins.	1X 1X	959. 319.*	959. 319.
Canadian Association Executive	1,300	1 pg., 4C Reply Cd/Ins.	6X 6X	475. 158.*	2,850. 948.

* Estimated rate	TOTAL ESTIMATED SPACE	\$107,746.
	PRODUCTION RESERVE	15,254.
	ESTIMATED TOTAL	\$123,000.

d) DIRECT MAIL ADVERTISING

- Five direct mailings to specifiers of convention locations, including the four-colour brochure - to an initial list of 1,500 people.

ESTIMATED TOTAL \$10,000.00



APPENDIX

a) WINNIPEG CONVENTION CENTRE

Market

Mr. George McCabe, General Manager of the Winnipeg Convention Centre, stated that the initial task in promoting business for the Centre was to define the actual convention market. For example, Winnipeg is not interested in cannibalizing from the existing hotel trade who can host small conventions. Besides, in most cases the Centre would be too expensive. Many hotels offer meeting facilities free, in order to develop their lodging trade, so it would be a difficult market to compete in anyway. The large "selling-type" conventions, e.g. boat shows, home shows, etc., approach the Convention Centre voluntarily, because of their large space requirements.

The Calgary Centre defines its market as any association in North America with 800 to 3,500 members (its capacity).

When the Centre opened the middle of last month, Mr. McCabe received a file on 400 such associations, their activities and directors, from Successful Meetings, an American trade publication serving 44,000 sales and marketing executives. These files have been used for various types of communications, including direct sales contact by Mr. McCabe. (Provincial and State organizations have been excluded because they generally hold meetings locally.) They will be extending their selling efforts to Europe in the future, once their North American business is established.

Advertising/Sales Promotion

Besides concentrating on direct sales contact with their 400 prime prospects, they conduct advertising and sales promotion programs. For example, they belong to the various association groups, e.g. American Society of Association Executives, in order to get to know them and stimulate business - as well as exhibit in their respective conventions.

They advertise regularly in the industry-related journals, as well as conduct a broadscale program in general business journals, e.g. Financial Post, Canadian Business. And he apparently disagrees strongly with this shotgun approach "because it's a waste of money" (doesn't generate leads). They also advertise in any "special" convention issues, e.g. current Marketing. They use four-colour ads for the vertical publications and black and white ads for the general business journals.

Their total promotion budget for this first year launch is "about \$500,000" - half advertising, half sales promotion. Next year it will probably be halved.

b) CALGARY CONVENTION CENTRE

Linda Finley, who is responsible for the Centre's advertising and public relations, stated that they are in the process of hiring a new general manager for the Centre, which opened mid-November last year.

Market

They are currently trying to develop business for 1977 and 1978, because of the long lead time required for conventions. They expect a lot of "last minute" traffic in 1975 because it's Calgary's Centennial.

The Centre has a rep in Toronto, Terry Bottens, who handles eastern Canada, two reps in Calgary who sell to Western Canada and Northwestern United States, plus a rep in Phoenix who handles Southern and Western U.S.

Apparently it's important to have the local association chapters backing any pitch to their national organizations, and in many cases will even "invite" them to hold the conventions in their home town. The local Tourist Bureau and Chamber of Commerce have a complete roster of all local groups.

The Calgary Convention organizers use advertising inquiries, industry contacts, a reader service print-out of conventions which can come into Canada which is offered by Successful Meetings (an American publication), plus a direct mail service sold by George Sayers, Vancouver. Miss Finley stated that it would require much too much effort to track down the various convention specifiers themselves.

Advertising/Public Relations

Calgary's advertising budget was the same last year as this, and is being spent in the following media in 1975:

Continued



<u>Publication</u>	<u>Frequency</u>	<u>Specifications</u>	<u>Rate</u>	<u>Cost</u>
Association Management (U.S.)	6X	1 pg., 4C	\$1,585.00	\$9,510.00
Association & Society Manager (U.S.)	6X	1 pg., 4C	1,495.00	8,970.00
Best's Insurance Convention Guide (U.S.)	1X	1 pg., B&W	725.00	725.00
Meetings & Conventions (U.S.)	3X	1 pg., 4C	2,870.00	8,610.00
	1X	1 pg., B&W	1,995.00	1,995.00
Successful Meetings (U.S.)	5X	1 pg., 4C	2,325.00	11,625.00
Canadian Association Executive	6X	1 pg., B&W	265.00	265.00
Canadian Industry, Show & Exhibitions	1X	1 pg., B&W	547.00	547.00
Canadian Sales Meetings & Conventions	6X	1 pg., 4C	1,021.00	6,126.00
Financial Post, Meetings, Conferences, Conventions	1X	1 pg., B&W	2,614.00	2,614.00
Financial Post (Special Convention Report)	1X	Jr. pg., B&W	1,388.80	1,388.80
Canadian Business	1X	1 pg., B&W	1,355.00	1,355.00
Journal of Commerce	1X	1 pg., B&W	1,119.72	1,119.72
Marketing	1X	Jr. pg., B&W	549.00	549.00
Time	1X	1 pg., 4C	8,810.00	8,810.00
Trade & Commerce	1X	1 pg., B&W	530.00	530.00
TOTAL ESTIMATED SPACE				\$64,739.52
PRODUCTION EXTRA				

They also mailed a quarterly, four page, blue and white press release called "Count Down" to local influential businessmen and citizens, and contacted various Calgary civic groups. A 12-minute audio-visual promoting the city and the Centre was produced, and is currently being used by their four sales representatives.



Russell T. Kelley Co., Limited, 627 Main St. E., Hamilton, Ont. L8N 3E5

That an Architectural Review Committee be appointed to review and rule on site and development plans in the Hamilton Mountain Industrial Park. This Committee to be composed of the following:-

The Chairman of the Hamilton Economic Development Commission,
or his nominee
A representative of the Hamilton Chapter, Ontario Association
of Architects
The Planning Commissioner
The Building Commissioner
The City Architect

25. As proposed by the Hamilton Performing Arts Corporation, Inc., the Board of Control recommends that the Theatre-Auditorium - Trade Convention Centre complex including the garden mall and the sidewalks, lawns and gardens surrounding the complex be officially named "Hamilton Place" in keeping with the intention of developing this area as a meeting place for all people of Hamilton.

Submitted for the information of the members of City Council is a copy of the submission of the Hamilton Performing Arts Corporation, Inc. dated November 8, 1972.

26. As a means of creating more liaison between the City and the Hamilton Housing Authority so as to promote programs in health, welfare and recreation for residents of family housing units and residents of senior citizens housing units which are operated by the Hamilton Housing Authority, the Board of Control recommends that the Honourable Allan Grossman, Minister of Revenue, be petitioned to amend the Housing Development Act so as to provide that the following shall be members of the Hamilton Housing Authority:-

A member of the Hamilton City Council
The Commissioner of Community Development for the City of
Hamilton
The Treasurer of the City of Hamilton

For the information of City Council at the present time there are four members appointed to the seven member authority.

That the City Clerk forward a copy of this resolution to the Minister of Revenue, the Chairman of the Ontario Housing Corporation and the Chairman of the Hamilton Housing Authority.

27. That leave be granted to introduce the following Bills:-

- (a) Bill No. 279 -- By-law To Amend By-law No. 6278 Respecting Strayed Pigeons.
- (b) Bill No. 280 -- By-law To Establish and Lay Out Caroga Court By Incorporating Within its Limits a 1' Reserve.
- (c) Bill No. 281 -- By-law To Establish and Lay Out Morgan Road By Incorporating 1' Reserve, Block "BX".
- (d) Bill No. 282 -- By-law To Establish and Lay Out Capilano Drive By Incorporating 1' Reserve Block "Q".
- (e) Bill No. 283 -- By-law To Close, Stop-up and Sell a Portion of Gerrard Street, from Sherman Avenue, easterly.
- (f) Bill No. 284 -- By-law To Authorize the Construction of Local Improvements on Quigley Road, Bancroft Street and June Street.
- (g) Bill No. 285 -- By-law To Establish and Lay Out Fennell Avenue Between West 5th Street and Upper Ottawa Street.
- (h) Bill No. 286 -- By-law To Amend Zoning By-law No. 6593 as amended by By-law No. 72-239 - Townhouse - Maisonette Districts.

What's New at the I & C.C.

Lots of people are talking about the new Trade and Convention Centre. "Who's paying for it?" "When's the darn thing going to be finished, anyway?" That kind of talk.

But we'd like to switch gears for a moment and deal with another question that's ultimately the most important one: What will the Trade and Convention Centre mean for business — and for the average man on the street?

We put that question to one of the guys who can answer it best: Larry Russell, Assistant Manager of Hamilton Place and the man doing much of the legwork needed now to get the Trade and Convention Centre off to a running start when it opens in late '77 or early '78.

Larry began by outlining the size and capabilities of the T & C Centre, to put it into some perspective.

The new Centre will be a medium-sized one with a 20,000 square foot exhibition hall on the first floor, and a 23,000 square foot banquet and convention hall, plus about 16 meeting rooms on the second floor.

Since the convention hall can be easily sectioned, it can host two or three conventions at the same time. And that's not all. The exhibition hall on the floor below can simultaneously take on a trade show. And you thought your Uncle Willy was good because he could wiggle his ears while he juggled oranges!

The convention hall will include a 40' x 60' portable stage. And since the hall can seat up to 2300 people, it could be used for certain

kinds of mass entertainment. Are you listening, you up-and-coming rock impresarios?

The centre's interior will be more than highly functional — it'll be highly attractive, too. The concrete floor, steel-beam approach often evident in trade and convention centres is not in the cards for Hamilton. Wherever possible, our T & C Centre will be finished to the same standards as Hamilton Place. That means lots of wood panelling and carpeting.

Outside, the Centre will look even more impressive than the interior layout and finish. That's because it'll be attached to Hamilton Place beside it, and to a 15-storey Province of Ontario office tower on top of it.

It all sounds like an impressive package to offer site-hunting trade and convention shows. And Larry Russell, busily spreading the good news among show organizers, expects the T & C Centre to draw a solid response.

"Our centre is the right size for the types of trade shows and conventions that Hamilton can be expected to draw", he noted. "We're not as large as the new Winnipeg Centre — and Ottawa, Toronto and Montreal have larger facilities, too. Our building will seat up to 2,000 people — but the average Canadian convention runs about four to five hundred people. That range — from 500 up to 2,000 is the type of convention we're shooting for."

And when it came to trade shows, Larry's mouth practically watered as he

spied off a long list of categories that could book into the new Centre — recreational vehicles, vending machines, packaging, hardware, graphic arts, office furniture, etc. etc. etc. Many of these trade shows will be national or international in scope. But there's a big opportunity for local industries, to use the facilities, too.

Some of the trade shows will be open to the general public. That's your cue to look forward to many hours of happy browsing in the Trade and Convention Centre.

And many Hamilton-area businesses can look forward to extra hours of happy sales. "The city will be surprised at how much impact on business these trade shows and conventions will have. It'll be fantastic", said Larry.

With that, he flipped out a report done for the finance folks over at City Hall. The report included estimates of the total dollar volume the Centre can generate for goods and services locally.

Figure a 500-delegate average per convention, and an average convention length of 3½ days. That's four 'spending' days, and surveys show that each

businesses will get a big shot in the arm", noted Larry. "And there'll be a terrific incentive for new businesses to open. Conventions and trade shows have a huge appetite for an amazing variety of goods and services which must be supplied locally."

All this isn't going to happen tomorrow, mind you. Completion date for the T & C Centre is targeted at late '77 or early '78. But as your mom used to say while the apple pie cooled on the back porch, "It's worth waiting for!"

How will all this money be spent? "All sorts of local

Elizabeth-Anne Shops present

Threadneedle Lane

We invite you to use our convenient phone in Gift Service. Some of our suggestions include candy trees, fruit baskets, cheese trays or seven gifts in a bag. For something a little more personal, we will select the right gift from one of our Threadneedle Lane shops.



Elizabeth-Anne Shops

315 Aberdeen [rear] 525-7025

A Showplace of Fine Gifts

Store Front Parking

Monday — Saturday 10 am — 5 pm



THE FIRST CUSHIONED NO-WAX FLOOR
YOU CAN INSTALL YOURSELF

WILL

The Creative Child

Very original, educational toys are the highlights of The Creative Child, 1084 Botanical Gardens Road, beside the Botanical Gardens headquarters. Toys from Czechoslovakia, Germany and Berrywood trucks from Burlington are available. Stuffed toys, wooden toys, children's books and puzzles are great ideas.

Darcy's of Westdale

More than ever this year clothing manufacturers have prepared for those who migrate during winter months. The new pyjama pant outfits are for warm southern nights or Canadian festive evenings. The light slack suits, dresses and blouses will still be seen in early spring collections. 1016 King West.

Lou Davidson Phase 4

In many cosmopolitan cities throughout the world you will usually find one outstanding shop devoted to providing the finest quality and fashion in both ready-to-wear and custom tailored apparel for men, plus a collection of haberdashery for which the number one priority is exclusivity. In Hamilton, such a shop is Lou Davidson, now at 23 John South.

W.E. Davies Opticians

News flash for all of us who like to see clearly. Bill Davies now has a shop in University Plaza, Dundas. He plans to be at the new location himself and says, "it will be the showplace of Southern Ontario for the latest and greatest in frames and styles." Now, even on a dull day you'll be able to see forever.

Dip 'N Strip

Several coats of paint or varnish are removed at one time in the three-vat process used by Dip 'N Strip. Mild chemicals, a neutralizer, brushwork by hand, sanding if necessary, all ensure that even veneers and plywood

Marketing

For people
at the top
— or who
want to
get there

FEB. 3, 1975

'Steel Town' centre will be new magnet to attract conventions

THE people of Hamilton, Ontario, don't need to be convinced of the value of the convention dollar. And they know that to attract con-

ventions in today's competitive market facilities have to be the best.

And so the people of Hamilton are building their

own convention centre to attract those conventions. And they are almost paying for it themselves.

In 1973, Hamilton Place,

a 2,200-seat theatre opened in the city, at a cost of over \$10 million. The City of Hamilton donated more than

P. 38 ▶

CONVENTIONS

\$3 million toward the price of the theatre, and the rest came from the city taxpayer. No provincial or federal grant was made.

This year, Hamilton is building its convention and trade centre, a structure which will adjoin the theatre. It will cost just under \$12 million, and the province has promised financial aid in the form of a grant. The rest of the money is coming from the people of Hamilton.

"We're saying for meetings in the east we're a good alternative to Ottawa and Toronto because we have new facilities and a new theatre," said Larry Russell, assistant general manager of Hamilton Place, and manager for the new trade centre.

Construction for the new centre will start late this year and should be completed by late 1977, said Russell. The building will have 20,000 sq. ft., of exhibit space and a 20,000 sq. ft. banquet hall, in addition to 16 meeting rooms which will accommodate groups from 50 to 400 people.

The province is building a 15 storey office tower on top

of the trade centre to complete the entire complex in the downtown area. One 600-bed hotel is expected to be built adjacent to the theatre, Russell added.

For years, Hamilton has hosted between 60 and 70 seminars at the McMaster University campus in Hamilton. The new centre will allow groups of 2,000 to meet comfortably, Russell said.

Business

The attraction of Hamilton, with its central location and its smaller size, will be a marketing point for the new centre. Russell expects lots of business from Buffalo, New York, one hour's drive from the city, as well as from Toronto.

In its first year of operation (1978), Russell says 25 conventions and 20 trade shows have booked, with an attendance figure of 134,000 delegates.

With a per-delegate spending rate of \$50 per day (1974 estimates), the financial return to the unbuilt centre already looks handsome. ■

HAMILTON PLACE

NAME: Autorama Rod & Custom Car Show TYPE: Public Show (Annual)
 CONTACT: Mr. D.H. Cook
 TITLE: Director
 ADDRESS: 16 Wakefield Crescent
London, Ontario.
 TELEPHONE: 519-451-5368

YEAR	DATES	NO. OF DELEGATES	CITY	YEAR	DATES	NO. OF DELEGATES	CITY
1974	3/15-17	15,500	Lon. Ont.	1980			
1975				1981			
1976				1982			
1977				1983			
1978				1984			
1979				1985			

NAME: Canada Fed. of Biological Societies TYPE: National Conv
 CONTACT: Dr. T. Neilson
 TITLE: _____
 ADDRESS: Dept. of Biochemistry, McMaster University Medical Centre
Hamilton, Ontario.
 TELEPHONE: 525-9140

YEAR	DATES	NO. OF DELEGATES	CITY	YEAR	DATES	NO. OF DELEGATES	CITY
1974	6/22-30	1,800	Ham. Ont.	1980			
1975				1981			
1976				1982			
1977				1983			
1978				1984			
1979				1985			

HAMILTON PLACE

NAME: Canadian Chemical Conference & Exhib. TYPE: Trade Show (Annual)
 CONTACT: J.H.G. Michael
 TITLE: _____
 ADDRESS: The Chemical Institute of Canada
151 Slater St., Ottawa, Ontario. K1P 5H3
 TELEPHONE: 613-233-5623

YEAR	DATES	NO. OF DELEGATES	CITY	YEAR	DATES	NO. OF DELEGATES	CITY
1974				1980			
1975	5/26-28	2,200	Toronto	1981			
1976				1982			
1977				1983			
1978				1984			
1979				1985			

SECTION 5

TRADE SHOWS AND EXPOSITIONS

In their promotional material, the Calgary Convention Centre states: "The Exhibition Hall is also of size best suited to the needs of conventions and trade shows. It is not designed to attract large public exhibitions, since the requirements of such events differ from those of conventions and trade shows". This statement is also true of the Hamilton Convention Centre. Trade shows are measured by the amount of space they use. The top 150 trade shows in the United States all require space in excess of 41,000 square feet net. That means 60,000 - 70,000 gross square feet. The Hamilton Trade Centre Exhibition Hall will gross approximately 21,000 square feet.

This does not mean that we should ignore the Trade Show business, however we will have a rather small market to choose from. We will have to generate as much new business as possible, as existing Trade Shows are reluctant to move from their established locations.

The biggest problem in attracting Trade Shows is the almost complete lack of experienced people in the service industry in Hamilton. The following services must be available to trade show organizers:

- 1) Drayage firms experienced in trade show moving and set-ups.
- 2) Trade show contractors - (People who sell space for trade shows)
- 3) Trade show managers - (On-site supervisors for trade shows)
- 4) Model agencies capable of providing up to 50 top motel experienced models.
- 5) Exhibit builders and designers.
- 6) Design florists capable and experienced in large floral arrangements.

- 7) Rental agencies capable of providing drapes, carpets, furniture and other trade show equipment.
- 8) Transportation facilities:
 - a) Airlines
 - b) Railroads
 - c) Buses
 - d) Taxi Cabs
 - e) Car Rentals
 - f) Truck Rentals
 - g) Limousines
- 9) Experienced Trade Show manpower:
 - a) Carpenters
 - b) Electricians
 - c) Musicians
 - d) Entertainers
 - e) Bartenders
 - f) Ushers
 - g) Coat Check Staff
 - h) Waitresses
 - i) Registration Staff
 - j) Decorators
 - k) Photographers
 - l) Steno Service
 - m) Audio-Visual Technicians
 - n) Sound Technicians
- 10) Caterers capable of serving 2,000 people.

Most of the above services are lacking in Hamilton and must be developed before the Centre opens if we are to attract Trade Shows to Hamilton.

Again, as with conventions, we must start our promotion now if we are to develop new trade shows and encourage suppliers to enter this specialized field.

The attached letters are only two of many requests that we have received for information regarding facilities and rates on the Trade and Convention Centre.

H. DAVID OVENDEN, B.A., LL.B.

BARRISTER AND SOLICITOR

2547A HURONTARIO STREET
MISSISSAUGA, ONTARIO L5A 2G4
[416] 270-8544

January 21, 1975

Rental Office,
Hamilton Place,
Hamilton, Ontario.

Attention: Mr. Larry Russell

Re: Dean Murray Holdings Limited

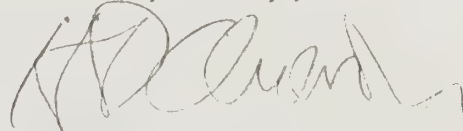
Dear Sir:

I am solicitor for Dean Murray Holdings Limited.

My client has requested that I get in touch with you to request that it be given the first opportunity to have the right to rent the hall for the purposes of putting on an annual automobile show. My client is in the business of putting on such automobile shows involving automobiles of various types and descriptions. He is most anxious to secure this space for the purposes of such a show and I would request that you contact me with regards to what information or procedure you will require in order that my client can be assured of having this space. I do not know the date on which he wishes to have this show.

Perhaps you could contact me and we could discuss this.

Yours very truly,



H. David Ovenden

HDO:ab

February 21st, 1975.

Mr. Larry Russell,
Assistant General Manager,
Hamilton Place,
Hamilton, Ontario. L8P 1H3

Dear Larry:

It was a pleasure meeting with you yesterday afternoon and having an opportunity of going over the plans for the proposed Trade and Convention Centre.

It is obvious that a lot of thought and work has gone into the plans however it would appear that there are a couple of problem areas.

The addition of a second elevator at the east end of the building for loading and unloading the second and third floors would seem essential and whether or not your budget will permit this a second corridor to the main floor from McNab Street would seem to be an absolute necessity. To have access to the main floor limited to a corridor through the single elevator will surely cause an endless amount of frustration and time loss.

If there is anything which I can do to assist in the planning and development of the new facility, I will be most pleased to serve in any capacity which you may feel desirable.

We are hopeful that once the new facility is available we will be in a position to promote a number of Shows on an annual basis.

Regards,


Geoffrey C. Lewis.

GCL/dw

cc: Mayor Victor K. Copps



HAMILTON PLACE TRADE AND CONVENTION CENTRE

RE: OPERATIONAL MANAGEMENT OF HAMILTON PLACE TRADE AND CONVENTION CENTRE

Several times in the past few weeks we have heard Board of Control make the statement that they are not sure who will be running, or who will be responsible for the Trade and Convention Centre. Obviously, the board is concerned about this problem and will be discussing the matter further in the near future. It is for this reason that I am submitting the following information.

The Bolt Benanek and Newman Report of February 3, 1969, the Don Jewell Report of January 20, 1969, the Doug Goadby Report of December 31, 1971, and the Roughley-Russell Report of December 5, 1973 were all based on the premise that the theatre and the Trade Centre would fall under one and the same management. With this in mind, the theatre and Trade Centre were designed as one building sharing many common facilities.

The following is a partial list of some of the problems that will be encountered if there is a separate Board of Directors and Management team.

STAFF

A. Under separate managements there would be a tremendous amount of staff duplication. This would include the following areas.

1. Stagehands - a separate union agreement would have to be negotiated and could be very expensive.
2. Salespeople - The Trade Centre will require salespeople to sell their facilities. This could necessitate a salesperson for the theatre to sell similar facilities to the same people.
3. Accounting - This is a crucial area in any Trade Centre. There are many last minute purchases for conventions. The accounting department must be able to produce a final statement on the last day of the convention. You are dealing with individuals

not corporations and if you don't get your money while the people are in your building you may not get it at all. There is no time to wait for computer print-outs in the convention business. One office could and should serve both operations. Problem of Sales Tax, Customs, Corporation Tax and Federal Withholding Tax are common to both.

4. Clerical - Some clerical staff would be used by both operations.
5. Security - Because the two operations are in fact housed in one building sharing many common facilities, corridors etc., security could become a major problem. The theatre after two attempts with outside security companies have hired their own staff. This staff could be expanded to handle the Trade Centre. This would not be practical if there were two managements dictating rules, regulations and procedures to the same staff.
6. Operations - One Front of House manager could handle both buildings. This person is responsible for:
 - i) part time staff
 - ii) maintenance
 - iii) window cleaning
 - iv) security staff
 - v) bar operationsUnder separate managements a second operations manager would be required.
7. Maintenance - The theatre has a contract for general cleaning, window washing and lighting. Separate contracts would have to be negotiated if the buildings had separate budgets.
8. Bar Staff - The bar staff would be interchangeable under one management. However under 2 separate managements the part time staff could not work for two departments of City Hall in the same pay period.

9. Usherettes, Doormen, Ticket Takers - Again under one management all part time staff would be interchangeable. Under two separate buildings the staff would have to work for one operation or the other. Under City of Hamilton Personnel regulations they could not hold two city jobs at the same time. There would also be a problem of uniforms and change rooms. there is no change room facility in the Trade Centre. It was intended that all part time staff would use the theatre facilities. Who would decide on uniform designs. Would two sets be required. Who pays for uniforms and cleaning.

B - CONTRACTS

1. As mentioned in section A if two different Boards of Directors and two separate management staffs were involved in contract negotiations we could experience problems and additional costs in dealing with:
 - i) The stagehands union
 - ii) The musicians' union
 - iii) Maintenance contracts
 - iv) Window washing contracts
 - v) Lighting Contractor contracts
 - vi) Catering contracts - both with the caterer and the user.
 - vii) Elevator maintenance.
2. Any convention group, organizations, trade shows etc.who would want to use facilities in both buildings would have to negotiate separate contracts for facilities, catering, part time staff and would have to work with two accounting departments to get invoices on the last day of the convention. No convention manager will put himself to that grief and trouble.
3. Special contracts and rates for local groups such as the Hamilton Philharmonic may be difficult to agree upon under separate managements. Every time the Hamilton Philharmonic Orchestra would use a Trade and Convention Centre room a separate contract would be involved.

4. The two managers could in fact end up competing for the same show or similar shows for the same dates. This would create no end of problems and could create a situation where two city departments are openly competing with one another with Tax payers' dollars.
5. Separate contracts (and budgets) would have to be negotiated for advertising in newspapers, radio and T.V.. A single contract would give more bargaining power and much better rates saving a great deal of money for the city.

C-FACILITIES

The Trade Centre has been designed as the other half of HAMILTON PLACE. There are many common facilities that would create great management problems under a dual management arrangement.

1. Washroom facilities for the second floor theatre meeting rooms will be located in the Trade Centre. Who will dictate if the security door separating the meeting rooms and the washrooms should be locked. This sounds like an absurd problem but could be a very serious security consideration.
2. Workshops.- The carpenter shop in the theatre was designed to handle work for both buildings. Under a two management system we would run into problems of, priority, security, union contracts, and scheduling.
3. Loading Dock - Who schedules the arrival of theatre shows and Trade shows. If a group in the theatre has two trucks and a bus and they arrive at the same time as a trade show in moving in we would have a serious problem.
4. Liquour Facilities - under separate management it would be necessary to have separate licenses, storage, purchasing, sales records and accounting and separate staff. This is a very serious duplication of time effort and money.

5. Storage Rooms - many of the storage areas are common to both buildings. If the theatre required storage room in the Convention Centre would they have to pay rent for that space. Who could move equipment under two union contracts. Who has priority
6. Dressing Rooms - The four dressing rooms for the existing Studio Theatre are located in the Trade Centre. Who would control these rooms. Would a group performing in the Studio Theatre have to sign an rental agreement and pay rent to use the dressing rooms. Who has priority. Again this sounds absurd but could very well happen.
7. Technical Equipment - Most important of all the building was designed so that equipment could be used in all areas. Theatre lighting, music stands, portable staging, chairs, tables, dishes, microphones, etc. etc. etc.. Under a separate management and staff systems this interchanging would not be practical. Both buildings would require many thousands of dollars worth of additional equipment.
8. Box Office - There is no box office planned for the Trade Centre. It was intended that all tickets for the Trade Centre would be sold at the HAMILTON PLACE Box Office. Under dual management this too would be most impractical.

These are but a few of the problems that must be faced if the management of the two areas is divided.

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These are but a few of the problems that must be faced if the management of the two areas is divided.

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